WAYS TO INCREASE COMPETITIVENESS OF ENTERPRISES BASED ON MARKETING STRATEGY IN TEXTILE INDUSTRY ENTERPRISES

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Abstract: The article is devoted to the development of scientific proposals and practical recommendations aimed at increasing the competitiveness of textile industry enterprises on the basis of marketing strategies. Study of international experience in improving the competitiveness of light industry enterprises, widely used marketing strategies and factors shaping competition and interpretation of the essence of "cluster" theory in marketing activities of enterprises, determination of promising strategies of enterprises based on analysis of assortment and competition in textile industry identification of clustering opportunities through the development of the market and assessment of the competitive environment in it, substantiation of the directions and opportunities that can be used in Uzbekistan from the experience of countries with developed fashion industries; The main strategy to increase the competitiveness of textile industry enterprises is to form a model of "Textile Industry Cluster" and determine its socio-economic efficiency.

Key words: Textile industry cluster, marketing strategy, goods, market, textile industry enterprises, evaluation method, competitiveness, cluster strategy

The peculiarities of the development of textile industry in Uzbekistan, theories of marketing strategies to increase the competitiveness of enterprises operating in the industry are studied and systematized. Factors shaping the competitive environment in the market of textile industrial goods have been identified. The possibilities of applying the experience of foreign countries in the practice of Uzbekistan on the use of cluster strategy in improving the competitiveness of enterprises are highlighted.

The innovative development of the economy and the connection of the development of market participants over the past hundred years as its main locomotive with marketing determine the philosophical basis of relations in local and global markets. Because marketing is not only the market of production and service industries, but also the scientific basis of economic development in general. Accordingly, the study of the scientific and theoretical basis of marketing strategies to increase the competitiveness of enterprises and its specific features and the laws of development is a priority of any research in the field of marketing.

There are many approaches to shaping development strategies in economic systems. Systematization of the formed marketing strategies and interpretation of their peculiarities will help to increase the opportunities for their effective application in the activities of any enterprise, including textile industry enterprises. Based on the characteristics of the textile industry market of Uzbekistan, it is necessary to systematize the selection and implementation of appropriate strategies to ensure the competitiveness and efficiency of enterprises in the market.

In the dissertation, the marketing strategy is interpreted as "a way to achieve the goals of the enterprise in market relations and the process of defining it." The formation of marketing strategies of textile industry enterprises is associated with the development of competitive forces in the market. Based on this, marketing strategies are formed in accordance with the changes and development of the market.

Theories of M. Porter (five forces of competition) and Y. Rubin (enterprise competitiveness), developed on the basis of research of developed markets in America, Europe and other continents, are the competitive strategies inherent in the modern economy. Based on the theories of competition, the author provides a scientific interpretation of the concepts of "brand competitiveness", "competitiveness of enterprises", "competitiveness of the country or region" and gives their definitions.

Competitive factors in the textile industry, their nature and degree of impact on production, their nature, differences from other industries have been identified. The factors shaping competition in the market are systematically classified according to the specific characteristics of textile industry enterprises. Based on the competitive environment in the textile industry of Uzbekistan and the theoretical approaches to expanding its scope, such as "cooperation in competition", "formation of a national brand", "ensuring market leadership in the range" are recommended as key development strategies for local enterprises. Based on this, the study found that the principle of competitiveness based on the relationship, the cluster strategy should be used effectively as a conceptual direction to increase the competitiveness of textile industry enterprises.

Since the end of the twentieth century, competition in world markets has intensified due to the rapid development of the Chinese economy. Developed countries such as America and Europe have also started to implement effective marketing strategies in order to protect their markets from the effects of competition. As a result, the theory of "cluster" was developed and various methodological approaches to it began to take shape. Uzbekistan has also accumulated certain experience in this area, and the scientific research of A. Bekmurodov, Yang Son Be, M. Boltabaev, Z. Adilova, D. Mirzakhalilova on the formation of clusters in the textile industry is noteworthy.

There are the following general priorities in increasing competitiveness based on cluster strategy:

Based on the implementation of this strategy, direct communication will be established between suppliers, qualified personnel, information, service and training centers, which will further expand the opportunities for enterprises to increase labor productivity and production efficiency;

conditions will be created by educational and research centers for the creation of new innovative developments, their short-term testing and introduction into production;

the work of employees and specialists conducting production and research in the field of textile industry enterprises will be more stimulated and motivated to create innovations.

The cluster strategy is being used effectively in the world economy. In particular, more than 50 percent of U.S. industry is made up of cluster-based businesses. More than 60% of the country's

GDP is accounted for by enterprises operating in the cluster. In the European Union, the number of clusters is more than 2,000, accounting for 38% of the total employed population.

The purpose of forming clusters is to combine educational, scientific, engineering, consulting, standardization, certification and various other services with related enterprises located in the city, district and region and operating in a single technological chain. At the same time, the cluster is a tool to ensure the competitiveness of enterprises based on the organization and management of innovative production.

The issue of forming clusters in the textile and textile industry of Uzbekistan is very important. A positive solution to this problem is to form a nationwide vertical and horizontal system, based on the identification of socio-economic conditions, competitive environment and clustering opportunities in the regions, as well as in areas where education and science are developing.

In widely accepted methods of assessing competitiveness, "improving product quality" is seen as a key factor, but its analysis reveals that the practices of the schools of science formed vary. While in the Japanese model 'quality system upgrade' is seen as a key factor, the French are more likely to evaluate 'marketing activities' according to the level of effective organization. The American style uses more 'market leadership' or 'market share determination' methods. While the main feature of the Japanese model is based on the study of product compliance with consumer demand, the French model examines the degree of "marketing competition", ie the suitability of production to the marketing activities of the enterprise.

The increase in the economic potential of the country and the welfare of the population will stimulate the increase in the range and supply of textile industrial goods in retail trade. As a result, the main feature of the competitiveness of textile industrial goods is the transition from price competition to its aesthetic and design features. Not only in the markets of Uzbekistan, but in all countries of the world, the fashionability and design features of textile industry goods are an important factor of competition. Based on the objectives of the study, a method of expert assessment of product competitiveness was proposed based on the assessment of the quality of goods by manufacturers, designers and constructors and the level of consumer acceptance of the product.

The enterprise is a market entity, its activities are market-oriented and its main goal is to effectively organize its movement in the market. The competitiveness of textile industry enterprises in a highly competitive environment depends mainly on "marketing" and "innovative" activities. Accordingly, the study proposes a method of determining the competitiveness of an enterprise on the basis of integral indicators according to the efficiency of its operational and innovative activities and adaptation to market conditions. Competitiveness assessment of the chosen method is characterized by a wide range of applications in small businesses.

The proposed method of assessing competitiveness is carried out by determining the changes in the integral indicators of the efficiency of the enterprise's operational activities, innovative activities and the level of adaptation to the market environment. The integral indicator of the competitiveness of the enterprise is determined by the following formula (1).

$$K = \sum_{i=1}^{n} K_i^1 + \sum_{j=1}^{m} K_j^2 + K_e$$

(1)

in this, K - Competitiveness of the enterprise;

K_i^1 - on the competitiveness of the enterprise i- quantitative coefficient of indicators in the group;

K_j^2 - quantitative coefficient of indicators of group j on the competitiveness of the enterprise;

K_e^3 - coefficient of adaptation to the market environment;

$K_i^1 = 1$; and $K_j^2 = 1$ under the condition that the sum of the values on the significance coefficient is equal, these coefficients are determined by an average expert evaluation.

An integral indicator of competitiveness in terms of operational efficiency of enterprises (K_i^1)is found by the following formula (2):

$$K_i^1 = 0,51 * K_1^1 + 0,42 * K_2^1 + 0,25 * K_3^1 + 0,46 * K_4^1 + 0,17 * K_5^1$$

(2)

in this, K_1^1 - coefficient of efficiency of production activity of the enterprise;

K_2^1 - efficiency of marketing activities of the enterprise;

K_3^1 - efficiency of financial activity of the enterprise;

K_4^1 - coefficient of efficiency of management activity of the enterprise;

K_5^1 - efficiency factor of logistics activity of the enterprise;

0,51; 0,42; 0,25; 0,46; 0,17 – weight coefficients (determined by expert evaluation);

An integral indicator of competitiveness in terms of the effectiveness of innovative activities of the enterprise (K_j^2)is found by the following formula (3):

$$K_j^2 = 0,39 * K_1^2 + 0,16 * K_2^2 + 0,21 * K_3^2 + 0,18 * K_4^2$$

(3)

in this, K_1^2 - efficiency factor of technological innovation activity;

K_2^2 - process efficiency efficiency;

K_3^2 - efficiency of innovative marketing activities;

K_4^2 - efficiency factor of organizational innovation activity;

0,39; 0,16; 0,21; 0,18 - weight coefficients.

An integral indicator of adaptation to the market environment (K_e)The increase in the market share of the enterprise compared to the previous period and the development of the existing market is determined by the following formula (4):

$$K_e = \frac{Б_{ij}}{X_{ij}},$$

(4)

in this, $Б_{ij}$- index of change in the market share of the enterprise;

X_{ij} − index of change in the market size in which the enterprise operates (at the national or regional level).

On the basis of the proposed method, integrated indicators of competitiveness of "Yuksalish" LLC and "Saodat Sanoat Servis" LLC operating in Namangan region were identified (Table 1).

Table 1
Integral indicators of competitiveness of textile industry enterprises, in coefficient

Integral indicators	Yuksalish LLC			Saodat Sanoat Servis LLC		
	2018	**2019**	**2020**	**2021**	**2022**	**2023**
K_i	2,9	1,7	1,9	2,0	2,3	3,1
K_j	0,4	0,5	2,2	0,3	1,5	1,2
K_{ij}	0,9	1,0	1,1	0,8	1,7	5,0
К	**4,3**	**3,2**	**5,2**	**3,2**	**5,4**	**9,3**

Source: results of author's calculations.

Namangan region is one of the most developed regions of textile industry in the Republic of Uzbekistan. It is expedient to determine the opportunities for the development of textile industry in the region on the basis of the cluster model in accordance with the existing competitive environment in the region and the state of flexibility of enterprises. In this process, it is necessary to form a system of factors that shape the competitive environment and determine their internal connection, the interaction and relationship of the constituent elements.

According to the main determinants of the competitiveness of textile industry enterprises, the selected factors are systematized and divided into groups by quantity and quality indicators:

F_1 (factors of production) and F_2 (factors representing the state of demand) - quantitative values of factors are formed as secondary information through statistical sources;
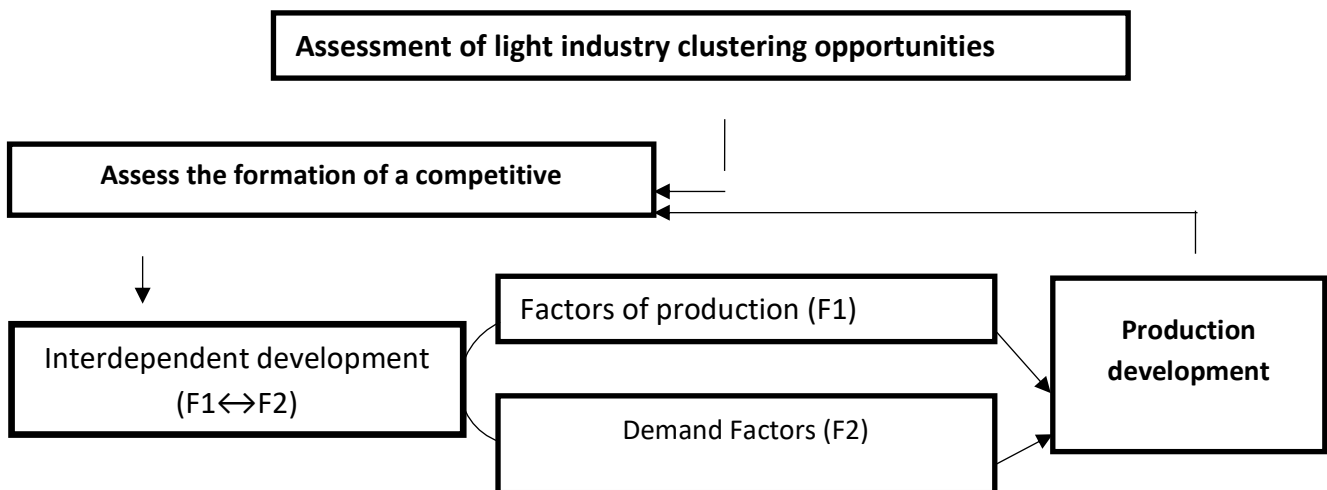
F_3 (level of use of public services and infrastructure by enterprises), F_4 (geographical proximity of enterprises, the state of vertical integration), F_5 (horizontal integration of enterprises and cooperation in competition), F_6 The selected group of factors (the state of cooperation of enterprises) is formed as primary information through questionnaires conducted in enterprises engaged in the production and sale of textile industry products.

The clustering potential of textile industry in Namangan region is evaluated according to the algorithm shown in Figure 1.
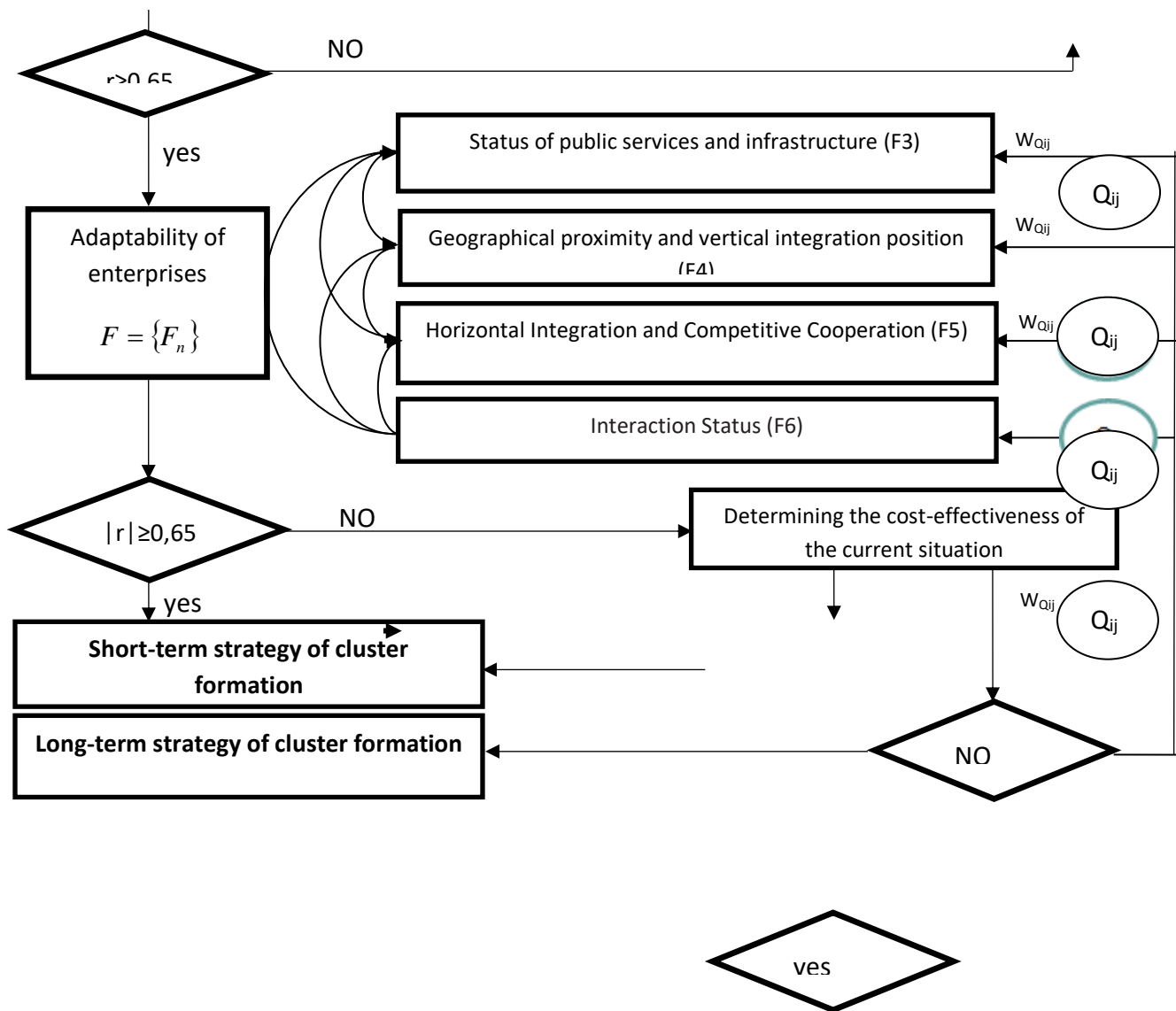
Selected according to production factors (F_1) and (F_2) correlation of a group of factors ($-1 \leq r \leq 1$) determined conditionally. The close interrelation of factors that characterize the development of production and demand increases the chances of achieving the formation of a competitive environment in the industry. Also, 4 groups of factors selected on the formation of the cluster environment (F_3; F_4; F_5; F_6) mutual correlation ($-1 \leq r \leq 1$) determined conditionally. The correlation of the factors selected to determine the clustering potential was higher than the mean density $\left| r_{(f)} \right| \geq 0{,}65$ Due to the satisfaction of the condition, it is expedient to define short-term and long-term strategies for cluster formation in the textile industry of the region. If the conditions of the algorithm are not satisfied, tactical targets are set for the components that make up the cluster.

Performing calculations according to the terms of the algorithm for evaluating the feasibility of using a cluster strategy in the textile industry creates a complex system of equations. Therefore, it cannot be considered as a separate independent equation. To do this, the author recommended the use of the Structural Equation Modeling (SEM) model based on the SPSS AMOS 23 program to determine the interactions and correlation density between the factors that shape competition in the textile industry.

The results of the built SEM models show that in Namangan region it is necessary to standardize resource costs for production, reduce costs, adapt to demand factors, and show that they are closely linked.

Assessment of light industry clustering opportunities

Assess the formation of a competitive

Interdependent development (F1↔F2)	Factors of production (F1)	Production development
	Demand Factors (F2)	

Symbols: F_n – group of factors; Q_{ij} – survey results in enterprises; W_{Qij} – weight coefficient, r – correlation coefficient (SPSS in AMOS 23 software).

Figure 1. Algorithm for estimating clustering opportunities in the textile industry

The degree of interaction between the factors determining the clustering potential was introduced based on the SPSS AMOS 23 program to calculate the model of structural equations according to the zero-level hypothesis condition. The correlation of the hidden outcome values of the selected factors was determined by the maximum likelihood estimation (MLE) function (Table 2).

Table 2

Opportunities to use cluster strategy in textile industry of Namangan region

Selected group of factors	r (correlation)	Selected group of factors
Competitive environment		
Resource options (F_1)	Close connection (0,94)	Requirements (F_2)
Clustering options		
Public services and infrastructure (F_3)	Average connection (0,57)	Geographical proximity and vertical integration (F_4)
Public services and infrastructure (F_3)	Close connection (0,95)	Horizontal integration and mutual competition (F_5)
Geographical proximity and vertical integration (F_4)	Close connection (0,87)	Horizontal integration and mutual competition (F_5)
The state of interaction (F_6)	Weak connection (0,09)	Geographical proximity and vertical integration (F_4)
The state of interaction (F_6)	Average connection (-0,637)	Horizontal integration and mutual competition (F_5)
The state of interaction (F_6)	Weak connection (0,096)	Public services and infrastructure (F_3)

Source: author's calculations.

Inefficient use of the following services in textile industry enterprises of Namangan region limits the possibility of forming a cluster in the textile industry. These include underutilization of

educational services and opportunities, innovation and training services, research institutes and government training, business trainings, fairs and other events, low level of access to government interactive services, market information. Also, the logistics infrastructure is not effectively organized, the interaction with raw material processors is not established effectively, competition and price formation are not at the required level. The level of strategic goals and procurement in cooperation between enterprises on technology and marketing innovations is not sufficiently formed.

Based on the above, it is expedient to define a long-term strategy for the organization of clusters in the textile industry of Namangan region.

Given the fact that the emerging "Namangan Textile Cluster" provides for the integration of all textile industry enterprises in the region and the market entities that serve them, it is possible to determine the expected synergistic effect of this process. For the formation of the "Namangan textile cluster" it was expedient to allocate one percent of the project cost from the income of textile industry enterprises. On this basis, textile industry enterprises are expected to focus on the formation of an innovative model (cluster), which will account for one percent of gross income, and the synergy effect for 2018-2025 was re-projected on the basis of trend models, depending on the time of formation. The forecast results show an increase in the synergy effect from 4,232 coefficients in 2020 to 8.2 coefficients in 2027 (Table 3).

As a result of clustering of textile industry, the effect of synergy in 2018 will be 8486.0 billion soums, and in 2025 at current prices will be 39469.6 billion soums.

Table 3

Forecast of synergistic effect of the formation of the "Namangan textile cluster"

Indicators	Unit of measurement	2020 y.	2022 y.	2027 y.*	Total (2020-2027)
Gross income of textile industry	billion soums	1917,3	2566,3	4627,4	25477,03
Attracted investment	billion soums	110,9	133,6	195,1	1216,6
Innovation costs	billion soums	23,09	31,78	61,39	325,8
The synergy efficiency coefficient of the cluster	**C**	**4,23**	**5,26**	**8,29**	49,3
The result of clustering	billion soums	8486,0	14034,5	39469,6	172288,7

GRP growth	billion soums	23327,8	48361,9	187130,5	709679,2
Number of jobs to be created	workplace	27730	57489	222447	815883

* forecast results.

Compared to the current situation, in 2020 it will be 5.8 times higher, and in 2027 - 4.02 times higher. Using the cluster model in the textile industry, the gross regional product of Namangan region in 2027 will reach 187130.50 billion. soums, an increase of 8.2 times compared to 2020 was determined based on the forecast results.

The formation of the "Namangan Textile Cluster" based on the results of forecasting is based on the fact that in Namangan region annually create an average of 90 thousand jobs or a total of 843 thousand jobs in 2020-2027 only as a result of clustering of textile industry.

The formation of the Namangan Textile Cluster will accelerate the transition to the innovative stage of development of textile industry, ensure the effective integration of science, education and production.

Conclusion/Recommendations

1. The fundamental basis for increasing the competitiveness of textile industry enterprises depends on the extent to which they use their marketing strategies. Businesses 'marketing strategies require ensuring that they are relevant to their market goals. The company achieves economic efficiency by formulating marketing strategies according to the competitive environment and situation in the market.

2. The dissertation systematizes the formed marketing strategies to increase competitiveness. According to the analysis, such strategies as "competitive cooperation", "national brand formation", "maintaining leadership in the domestic market in terms of assortment" of enterprises operating in a competitive environment in the textile industry were identified as the main strategies to ensure their competitiveness.

3. According to the research, there is an unoccupied market gap in the local market for textile industry enterprises. In filling the domestic market with high quality domestic goods and expanding exports, it is important to increase the international prestige of national brands, bring products in line with international requirements and standards, the rapid transition to the stage of innovative development.

4. The main share of the main competitors in the market of ready-made clothes of Uzbekistan (China, Turkey, India) in the domestic market is high. The share of Chinese-made fabrics in the domestic market is 49%, women's clothing 33%, women's shoes 76%, and Turkey's share in these goods is 22%, 15% and 2%, respectively. This means that textile industry enterprises still have a very large unoccupied market gap, and it is necessary to implement a strategy aimed at squeezing the goods

of competing countries out of the domestic market and focus on the development of the fashion industry.

5. Based on the experience of advanced foreign countries in the field of textile industry, conceptual directions for the development of the fashion industry in Uzbekistan have been identified. According to him, increasing the prestige of national brands in the international fashion market, rapid adaptation to global design, export-oriented innovative clothing collections, the widespread introduction of know-how and design will increase the competitiveness of enterprises.

6. The main strategy for the innovative development of textile industry enterprises should be the creation of a perfect system that provides a strong link between higher and secondary special education institutions and industry enterprises training personnel for textile industry, ensuring their effective integration through clusters.

7. The issue of clustering in the system of textile and textile industry of Uzbekistan is based on the essence of cluster theory. It is advisable to carry out within.

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